

DEAR C-SUITE, LET'S START WRITING 2025'S ANNUAL REPORT TODAY.

Wouldn't it be nice if it began by explaining how everybody did a little better? How we were choiceful with who we did business with, and how (when all things were equal) we went with the local company? Shareholders would see that our commitment to community made our stock more valuable at many levels, that everyone turned a profit because, directly or indirectly, way back in 2020 we put supporting domestic manufacturing on the corporate vision statement.



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LET'S MANUFACTURE A BETTER FUTURE.

Let's reboot the maker mentality in this country. Let's refurbish the old and put up new plants to manufacture in and distribution centers to send our goods on their way. Let's restore and reshore. Let's keep people employed and contributing right here at home so that we can begin to strengthen local economies and our sense of community. Let's make it here.

LET'S GIVE WORKERS WORK THEY FEEL GOOD ABOUT.



The gig economy is wearing people out. Let's create the kinds of jobs that come with benefits and a paycheck that provides something more than the minimum wage. Manufacturing does that. Moreover, making things and getting paid for it matters. It also helps parents tell their kids what they do for a living in a way that makes kid-simple sense.



LET'S LOOK FOR "MADE IN AMERICA" WHEN WE SHOP.

"Cheap" is expensive. Purchasing decisions have power and consequences. When what we buy is made overseas, frequently by exploited people working in sweatshop conditions, we not only encourage those practices and deny our neighbors badly needed opportunity, we also tacitly go along with countries whose rules and regulations are not up to our standards as they continue to recklessly pollute the air that circles the planet. We have very little say in what happens beyond our borders, except when we speak with our pocketbooks.



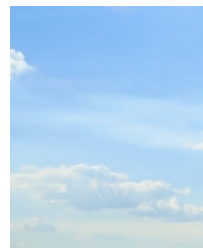
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We like what we do, and we love where we do it. Zekelman Industries is a family of companies, 100% domestic manufacturers. We make structural steel and pipe products, as well as modular steel innovations for building multi-family housing and facilities for all kinds of companies nationwide. What we make lets the water flow, keeps the lights on, helps builders build — and yes, we employ thousands. Is a stronger, cleaner and more successful America with a vibrant economy good for our company and our business plan? C'mon, you're reading Fortune. You already know the answer.



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CLEAN AND GREEN IS GOOD FOR BUSINESS.

American factories are the cleanest and greenest in the world, particularly when it comes to manufacturing products made of steel. We know firsthand. We've spent hundreds and hundreds of millions putting up manufacturing facilities of our own that keep the air clean, protect the people that work in them, and actually leave the water cleaner than it was when we set up shop. Waste and inefficiency are not only damaging to the environment, they simply can't compete in the U.S. marketplace. Resources here are called "precious" for a reason.



**IT AIN'T
EASY.**

We get it. We understand what it means to compete, what kinds of odds companies face. How fickle the market is, how nimble you have to be. How determined. We understand what it means to take risks, to try and fail, to try again, fail again and then finally, with a little luck and a lot of hard work, to find success. We also know that doing the right thing isn't only good for peace of mind. It's good for business.

**SO LET'S GET
EVERYBODY
ON BOARD.**



Yes, it's a partisan world we live in, at least right now. But let's align on this one thing. Let's all agree that taking the steps necessary — and being thoughtful as we take them — to bolster GDP and strengthen our economy will go a long way toward creating real opportunities for all. Discussions regarding reshoring and manufacturing are happening all around us. Join the conversation; let people know what you think.



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WE HOLD THESE BUSINESS OBJECTIVES TO BE SELF- EVIDENT.

We all serve the market, and that means people. And so we stand in support of putting up facilities that encourage training and education, that improve the standard of living for the family that lives down the block, that steward the planet and help restore the country's infrastructure. This country is a place for people with dreams to make them real. Let's keep it that way. Let's get it together. Let's make it here.



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